# Improvement Academy – Playbook

## Define – Defining your problem

**Tool 1:** Create a Problem Statement

*Who is affected?*

*By how much?*

*Are there guidelines / best practices / standards that you are not meeting?*

*How do you know you have a problem?*

Problem Statement:

**Tool 2:** Voice of the Customer

*Who are your patients?*

*Who are your providers and staff?*

*Who is the business?*

*Plan your VOC events:*

## Measure – Understanding your Problem

**Tool 3:** Process Map

*What is the name of your process?*

*What is the start?*

*What is the stop?*

*Plan your Process Map Events (who involved, when, where):*

**Tool 4:** Affinity Diagram

*Brainstorm factors that contribute to your problem – use the 5 Why’s:*

*Identify common themes (communication, process, EHR, policy, people):*

*Who else needs to be involved to understand all contributing factors?*

*Plan an affinity diagram event:*

## Analyze – Understanding your Problem

Create a SMART AIM:

*Is it specific, measurable, attainable, relevant, time-bound?*

Create a data plan:

* Key data question (what is length of stay)
* Data element (day of discharge – day of admission)
* Parameters (from September – January)
* Who collects the data?
* From what source?
* At what frequency?

## Interventions – How can you fix your problem?

Consider work done in D – M – A. What interventions could target the key contributing factors or pain points?

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Who does this best, and what can we learn from them?

*(Positive Deviance)*

What solutions could defy gravity (ie draw blood without using a needle)?

Consider each intervention – what could go wrong?

*(Pre – mortem)*